



OSHA Complaint Process Kaizen Event Report Out

By: O'mission Possible

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Background

Mary Bryant

- Over 2500 Complaints a year
- Over 500 Workplace Complaints are investigated either by inspection or investigation a year
- Lack of resources and a desire to find ways to provide more protection with same or fewer resources
- The event addressed the mapping of processing of work place complaints.
 - Pre-inspection complaint handling
 - Inspection processing procedures
 - Post-inspection procedures

Team Members

Team Leader: Randy R. Edwards, Iowa DNR

- **Team Leader:** **Randy R. Edwards, Iowa DNR**
- **Sub Team Leaders:** **Mary Bryant, IOSH Administrator**
- **Jens Nissen, IOSH Executive Officer**
- **Members:** **Anne Jackson, Management Information Bureau**
- **Ken Clausen, CSHO Lead Worker**
- **Deb Babb, CSHO**
- **Dan Duus, CSHO**
- **Richard Anderson, Sr. IH**
- **Jeff Ellis, Sr. IH**
- **Kathy Foster, Secy. 2**
- **Gail Sheridan-Lucht, Attorney**
- **Barb Theriot, Area Director, Federal OSHA**
- **Kathie Stussie, Office Manager, Federal OSHA**
- **Dan Varner, AFSCME International**
- **Facilitator:** **John Helbling, Alliant Energy/Iowa Council
for Innovation and Growth**

Objectives

Jens Nissen

1. Improve screening of initial complaints to reduce the number of false claims.
2. Reduce cycle time of complaint handling process.
3. Standardize the process and establish takt time.
4. Reduce non-value added work, balance work loads and document resource requirements.

Goals

Jeff Ellis

1. Revise complaint check sheet.
2. Reduce cycle times from 9.72 working days to 1 working days for investigations and from 7.56 working days to the Federal measure of 5 working days for inspections.
3. Reduce waste (process steps, hand-offs, delays, decisions, rework) by 50%.
4. Reduce time frame for finalizing forms (Federal) by 50%.

Kaizen Methodology

Ken Clausen

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process functioning by end of week)
- 5S “mindset”, use the steps to support the event activities

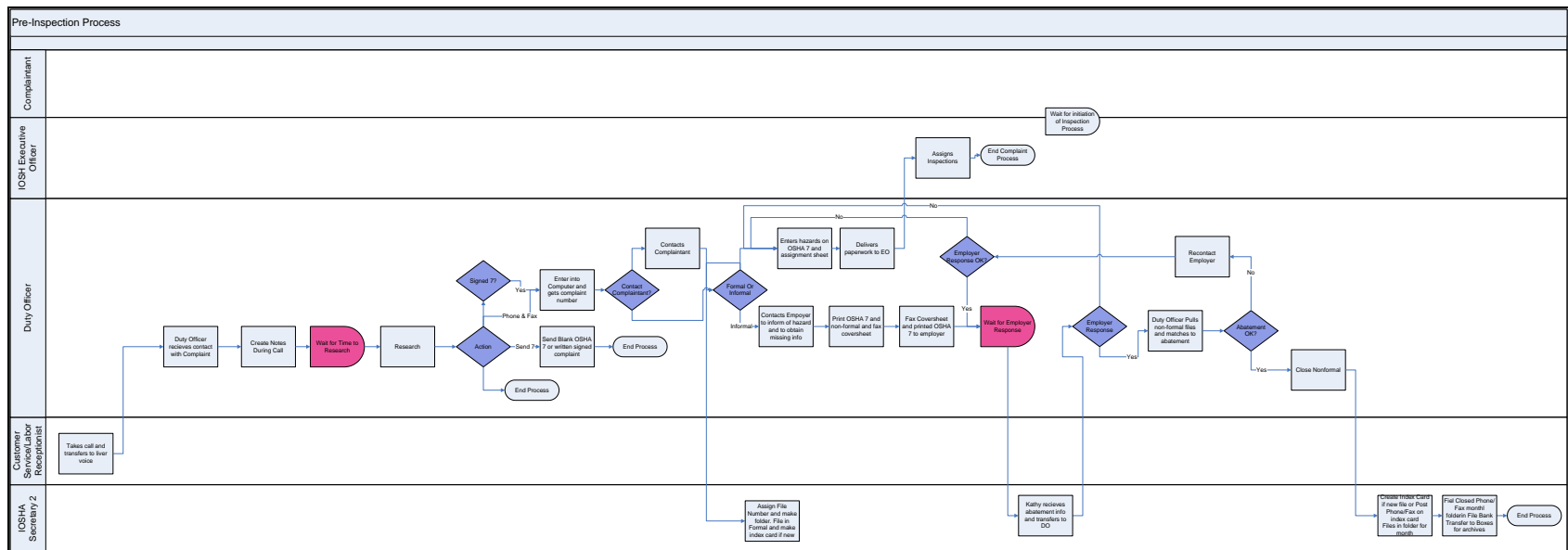
Old Process

Richard Anderson



New Process

Dan Duus



Reduced Handoffs and Leaned out Tasks

“Pre-Inspection” Results

Deb Babb

	Old	New	% Change
# of Steps	47	20	-58%
# of Handoffs	14+	6	-57.1%
# of Decisions	9+	7	-22.2%
# Rework Loops	3+	1	-66.7%
Value Added Steps	2	2	0%
Functions In Process	7	6	-14%
Delays	6+	3	-50%

Implemented

Barb Theriot

- Dedicated Duty Officer
- Development of Standard Training Program
- Better Use of Electronic Reports
- More effective Screening of Calls
- 65 process improvements/60 are being implemented
- Benefits
 - Improve Efficiency
 - Improve Consistency
 - Reduction in complaint response time
 - Better Customer Service
 - More Workers Protected

Homework

Anne Jackson

Item	Suggestion			
1	Laptops for inspectors			
2	Core hours for support staff			
3	Define/determine what reports must be run and on what frequency			
4	Develop a more effective vehicle procurement process			
5	Reduce instances of "hand writing". Use more computer.			
6	Have person who opens mail enter check into NRC			
7	Sign informal conference agreements during the informal conference			
8	Eliminate handwritten 1671 (Inspection Record Update)			

Item	Suggestion			
9	Implement "tickler" system on computer			
10	Encourage Employer to go to internet to get forms to file complaint. Never send out OSHA-7 and reduce cover letter (to be sent only if no access to internet) from 4 pages to pages.			
11				
12	Update OSHA opening and closing conference guide sheets			
13	CSHO/IH review only safety programs associated with complaint items during inspection			
14	Don't print all photos. Save to disk.			
15	Enter inspection # before going out			

Parking Lot

Kathy Foster

- Address/review appeals process
- Redefine use of card file
- Stop posting non-formal investigation information on cards in card file
- Vehicle procurement process
- Warrants
- Resolve the extent of program review for limited scope inspections
- Inspection process
- Post Inspection process

Team Member's Experience

Kathie Stussie
Gail Sheridan-Lucht

Comments

Consultant

We welcome your
questions and comments!